



DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT AGENCY
EUROPE REGION
UNIT 29363, BOX 200
APO AE 09014



SFIM-EU-PW

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Regional Director's Intent for Installations and Facilities

1. Our communities provide our soldiers, civilian employees, and family members a place in which to live, work and train. To ensure they live in quality communities, our facilities goal is to seek attainment of at least ISR Part I C2 standards and create vibrant, master planned communities like "hometown USA" resulting in Europe being the assignment of choice. As we prepare our communities for the future and to meet the facilities goal, a sound investment strategy is essential: warfighters must be able to safely and successfully accomplish their mission; the utilities infrastructure should be modern and reliable; communities have to provide amenities that support quality of life; and efficient basing is vital.

2. To achieve our Region facilities goal, ASG Commanders will implement the following Facilities Investment Strategy:

a. Focus investments on barracks, family housing, and critical mission/QOL facilities.

(1) HQDA supports these major programs with MILCON dollars through the Barracks and Family Housing Buyout Programs, the Army Facility Strategy Program, the Revitalization Program, and the Army Power Projection Program. Ensure all construction requirements are identified, prioritized on a worst-first basis and programmed appropriately.

(2) While waiting in the queue for MILCON funding that may take years to materialize, do not allow facilities to fall into a state of disrepair. Every effort should be made to maintain the livability of barracks and housing and the functionality of operational and QOL facilities until major MILCON investments are completed.

b. Arrest facility and infrastructure deterioration. Less than full sustainment funding poses the biggest facilities challenge. It requires developing innovative business practices that link funding to performance, creating viable self-help programs, conducting preventive maintenance operations that result in cost avoidance (e.g., periodic gutter cleaning), and rewarding personal initiative. ASGs must make every effort to share their successes, failures, and lessons learned with their counterparts across the theater.

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c. Seek efficiencies through Competitive Sourcing, Privatization, Energy Conservation, and better Business Practices. For each initiative, assess the current situation, set goals, develop objectives, and evaluate performance regularly. Working towards effective application of available business management tools (e.g., ISR, RPLANS, ABC) is paramount. We must complete our utilities privatization initiative by 2006. Continue your great efforts in remaining below energy conservation objectives. Funds saved here benefits your maintenance and repair program.

d. Base efficiently and reduce excess inventory. Assess facility assets versus requirements, establish effective space utilization, and develop cost effective conversions to satisfy critical facility shortfalls. When it is determined that facilities are excess to the inventory or uneconomical to repair, either return the assets to the Host Nation or demolish. Mothball buildings only when return or demolition is infeasible.

e. Protect the Environment. Develop a plan to attain full conformance with the Environmental Management System (EMS) by FY 09. Organize the EMS structure to leverage already established program tools with an environmental policy committed to compliance, pollution prevention, conservation and continuous improvement. Utilize Environmental Quality Control Committees (EQCCs) to proactively manage an environmental program that supports mission sustainment. EQCCs must integrate environmental concerns across the installation by developing realistic plans and strategies, monitoring progress through measurable goals and objectives, and directing valuable resources. Environmental compliance priorities are to eliminate Ozone Depleting Chemicals (ODCs), and reduce our exposure risks in Drinking Water, Underground Storage Tanks (USTs), and Hazardous Materials/Waste management. You need to preserve the principals and practices already established in the Hazardous Materials Management Plan (HMMP) by maintaining the joint partnership between logistics and environment.

f. Protect the Force. Assess and evaluate facilities force protection requirements in accordance with current standards in order to determine vulnerabilities and identify mitigation actions. While no formal time line is mandated for the completion of upgrades, commanders should prioritize assessment results according to specific risks at each installation. Assessments will provide data that supports future upgrades and additional funding requirements. Incorporate EUCOM OPORD standards into major renovations and construction. Develop master plans for Access Control Points (ACP) and perimeter control in accordance with USAREUR ACP standard, with the intent to reduce manpower and congestion while enhancing security and efficiency. Ensure barriers are properly positioned to achieve their intended purpose – channelize, redirect, provide stand-off. Identify threat mitigation measures and contingency plans for power and potable water.

3. Paramount to achieving our facilities goal is the reliability and accuracy of data residing in our facilities databases. Centralized funding decisions – POM and funds distribution – is becoming the norm. Systems such as IFS, RPI, ASIP, RPLANS, and ISR all interact to provide decision makers at all levels the tools needed to assess and allocate resources. Ensure your data

is accurate and use these systems to help you develop your supporting Facilities Investment Strategy.

4. To promote a sustainable community vision, an enduring corporate strategy of planning and programming is necessary to focus our facility investments to sustain long-term progress. ASG Commanders will develop a comprehensive master plan in partnership with their Senior Tactical Commander. Critical components of the master planning process are the planning and design charrettes. Ensure participants include appropriate stakeholders on your staff and the future facility occupant.

5. Operating in a resource-constrained environment will require difficult funding decisions on a daily basis. ASG Commanders will use the following criteria, in priority order, to determine where to commit your limited sustainment dollars:

a. Meet statutory or directed requirements. Statutory requirements are must-fund requirements as defined by DA, Europe Region, or the Host Nation. Directed requirements are directives and/or decisions from the Europe Region that improve specific operational capabilities or quality of life capabilities at specific installations.

b. Eliminate imminent risks to health and safety. Imminent risks are urgent conditions that may cause direct or indirect danger to the health/safety of personnel. The applicable health/safety office must validate these imminent risks.

c. Eliminate mission war-stoppers. A mission war-stopper is a condition that will cause stoppage of troop deployment or serious degradation of mission readiness (e.g. rail systems). If such conditions continue or cause failure, then the ability to perform the using unit's METL is directly affected.

d. Achieve published QOL standards. Construct, repair or upgrade facilities to meet published DA or Europe Region standards.

e. Support leveraging initiatives and efficiencies. Repair or upgrade facilities that produce resource savings or allow existing services to be increased without a subsequent increase in costs e.g., energy management control systems, square footage reduction or increase in an MWR footprint.

f. Enhance readiness and training after essential requirements are met. Improve facility conditions to support a higher level of training and readiness.

g. Enhance QOL after standards are achieved. Improve facility condition beyond the minimum published QOL standards.

h. Satisfy other facility requirements as resources become available.


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6. Once funding is received, the commitment by the ASG/BSB to community excellence will be measured by residents and workers as they observe visible improvement. Rapidly achieving efficiencies and enhancing services and QOL will demonstrate the Region's commitment to our mission and people. ASG Commanders must optimize the time it takes to plan, design, and execute construction projects by: effective planning, early dissemination of information, anticipating requirements, developing accurate scopes of work and cost estimates, programming and designing early, using standard specifications and design guides, and proactively monitoring project life cycle. When problems arise that cannot be resolved at the local level, quickly elevate them for resolution at the appropriate level and office.

7. Achieving our goal of quality installations and facilities will require a large investment of resources and effort over time. Our strategies and programs must be unwavering and reflect a long-term commitment to the soldiers, civilian employees, and family members we support. Together we can achieve these installation and facility goals.

8. Sustain, Support, Defend.



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